

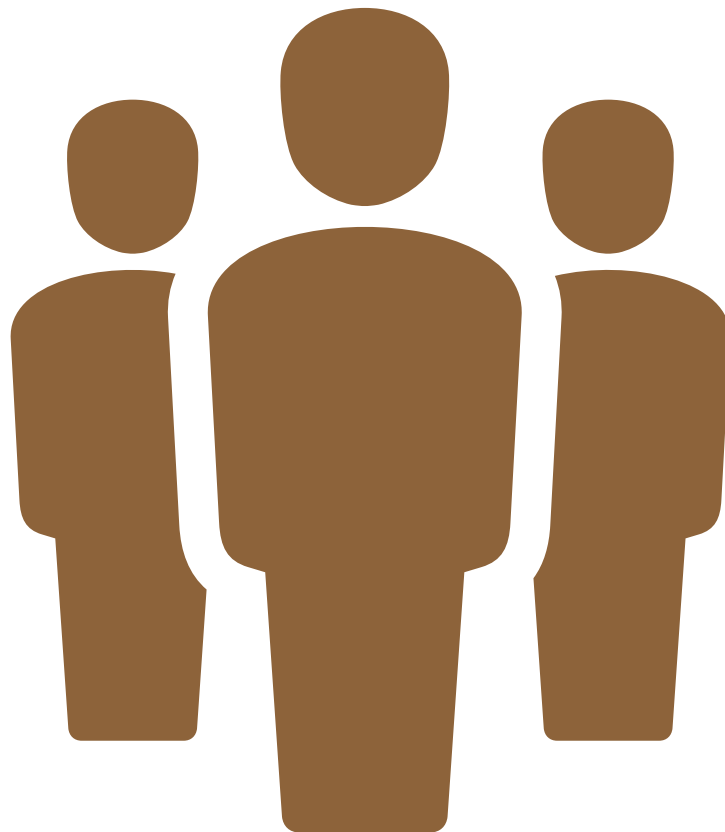


Administration for Children and Families
U.S. Department of Health and Human Services



FY 2016 Office of Head Start Leadership, Governance, Management Systems Monitoring Protocol

Director Interview Guide



Director Interview Guide
FY 2016 LGMS Monitoring Protocol

Key Performance Area #1—Program Planning

Planning

- ▶ Review the program goals with the Director.

TQ: How do you set and, as needed, re-set program goals to align with community needs and shifts in the program?

The Director should explain:

- *How data are used to develop and/or re-align program goals*
- *The involvement of key stakeholders, such as the Policy Council, the governing body, parents, staff, and community members*

TQ: Explain how the program plans to design and deliver services and ensure safe and healthy environments for children and families.

The Director should describe:

- *The program's plan for delivering quality services and ensuring the safety of children*
- *How the program's plans detail what staff will complete which tasks and when*
- *How the program plans to assess progress in these areas*

TQ: How and how often is the plan or refinements to the plan discussed with staff?

Key Performance Area #2—Developing and Organizing Resources

Developing Staff

TQ: What is your staff recruitment-and-hiring strategy? How do you know you have sufficient numbers of staff with the right skill sets in place to provide the services the community needs?

The Director should describe:

- *The recruiting-and-hiring plan and strategies to ensure qualified staff in place to provide quality services*

TQ: What types of training do you provide to staff to ensure they are positioned to provide needed services to children and families?

The Director should describe:

- *The training (both required and optional) available to staff that focuses on enhancing their skill sets*

Director Interview Guide
FY 2016 LGMS Monitoring Protocol

Key Performance Area #2—Developing and Organizing Resources (continued)

Developing Financial Resources

TQ: What resources do you need to ensure you are able to deliver quality services and ensure the health and safety of children? How are these resources obtained?

The Director should describe:

- *The resources needed (e.g., staff, facilities, financing) to enable the program to deliver quality services and ensure the health and safety of children*
- *How he or she ensures the resources are available*

TQ: What has the governing body done to ensure these resources are made available to you?

The Director should describe:

- *The governing body's involvement in budgeting for and approving expenditures*
- *Resources the governing body has helped the program obtain*
- *Any resources that the governing body has been unable to obtain or is still working to obtain*

Engaging the Governing Body and the Policy Council

TQ: How does the governing body support the program in delivering quality services and ensuring the health and safety of children?

The Director should describe:

- *Examples of how the governing body has helped the program work towards delivering quality services and ensuring child safety*

TQ: How does the Policy Council support the program in delivering quality services and ensuring the health and safety of children?

The Director should describe:

- *Examples of how the Policy Council has helped the program work towards delivering quality services and ensuring child safety*
- *Feedback the Policy Council has provided based on the experience of families and community members to inform the program's action plan for delivering quality services and ensuring child safety*

Key Performance Area #2—Developing and Organizing Resources (continued)

Developing Staff, Financial Resources, and a Policy Council (continued)

TQ: What types of challenges have you experienced in terms of securing needed resources?

TQ: How did you resolve the issues?

Director Interview Guide

FY 2016 LGMS Monitoring Protocol

The Director should describe:

- *Examples of the challenges he or she has encountered and how he or she knew there were problems*
- *His or her role and the governing body's and the Policy Council's respective roles in resolving the issues*

Key Performance Area #3—Operating and Implementing the Program

Supervision and Support

TQ: How are staff supported and supervised in fulfilling their roles in providing high-quality comprehensive services to children and families?

The Director should explain how the following occurs within the context of the delivery of quality comprehensive services to children and families:

- *How supervisors monitor staff performance in providing services to Head Start children and families*
- *How often staff receive feedback on their performance*
- *How often staff report on their progress in the delivery of services*
- *If progress is not being made, how course correction is implemented*
- *The resources and support available to staff*

TQ: How are staff supported and supervised in fulfilling their roles in helping ensure the maintenance of safe facilities and healthy and safe program practices?

The Director should explain how the following occurs within the context of child safety:

- *How staff supervisors monitor performance progress in keeping children safe*
- *How often staff receive feedback on their progress towards keeping children safe.*
- *How often staff report on progress towards ensuring child safety*
- *If progress is not being made, how course correction is implemented*
- *The resources and support available to staff to enable them to achieve safe environments for children*

Director Interview Guide
FY 2016 LGMS Monitoring Protocol

Key Performance Area #3—Operating and Implementing the Program

Ongoing Communication

TQ: How does the program communicate with parents?

The Director should describe and provide examples of:

- *The mechanisms the program uses to communicate with parents (e.g., Parent Handbook, parent welcome packet, parent newsletter, family open house, family orientation, parent-teacher conferences)*

TQ: Describe how staff exchange information. How do staff communicate with other staff? How often?

The Director should describe and provide examples of:

- *Internal communication mechanisms (e.g., staff meetings, manager meetings, one-on-one meetings, internal memos)*
- *The frequency of communication*
- *How the program adjusts communications when necessary (e.g., based on circumstances of the program, children, or families)*
- *Providing information that all staff can understand (language and methods of communication)*

TQ: How does the program communicate with Policy Councils, governing boards, and Policy Committees (if applicable)?

The Director should explain and provide examples of:

- *The mechanisms the program uses to communicate with policy groups (e.g., memos from the Director, emails, attendance at policy group meetings)*
- *How feedback from policy groups is received by the governing body or grantee staff supports the achievement of program goals (applies only to programs with delegate agencies)*

TQ: How does the program collaborate with the general community and community partners to support the delivery of quality comprehensive services to children and families?

The Director should describe:

- *How the program works to engage with the community (e.g., recruiting events, community events, program website, social networking pages, newsletters to community partners, etc.)*
- *How the program leverages the resources (e.g., meeting space, services, funding, etc.) available through community partners*

Director Interview Guide
FY 2016 LGMS Monitoring Protocol

Key Performance Area #3—Operating and Implementing the Program

Data Management

TQ: How does the program collect, record, and track data to monitor and report on its progress in delivering quality comprehensive services and ensuring the safety of children?

The Director should describe:

- *The data system the program uses*
- *How the program ensures the data are accurate and up to date*
- *How the program uses the data to track progress*
- *If and how records are regularly updated (e.g., recent parent communication, daily attendance, current health check-ups)*
- *How the program ensures data are kept confidential*

Key Performance Area #4—Evaluating Performance and Stimulating Ongoing Improvement

Ongoing Monitoring

TQ: How does the program monitor progress towards continuous improvement of program services on an ongoing basis?

The Director should describe:

- *The tools and procedures used to track progress*
- *Frequent, ongoing monitoring activities*
- *Collecting and using data to inform changes to the program's plans*
- *Ongoing monitoring of delegate agencies, when applicable*
- *How he or she continually informs the governing body, the Policy Council, and program staff of the progress achieved*

Analyze Data through Self-Assessment

- ▶ With the Director, review the program's Self-Assessment.

TQ: How does the program conduct its Self-Assessment and use the data for program improvement?

The Director should explain:

- *How frequently it is conducted*
- *Who is involved in the process and how their input helps support the process*
- *How they aggregate data on and assess progress toward achieving goals, maintaining compliance, and providing quality services and safe environments*
- *What the program has learned from the Self-Assessment*

Director Interview Guide
FY 2016 LGMS Monitoring Protocol

Key Performance Area #4—Evaluating Performance and Stimulating Ongoing Improvement (continued)

Data-Based Modifications

- ▶ With the Director, review the program’s improvement plan.

TQ: How do you develop a program improvement plan using the data the program has collected? Please provide an example of changes the program has made based on data from the Self-Assessment and state why the changes were made.

The Director should describe:

- *How and when the improvement plan is revised*
- *Examples of changes the program has made based on data collected*

Policy Council and Governing Body Oversight of Program Evaluation

TQ: How do you share data and reports with governing body and Policy Council members? How do you explain the data and reports to them?

The Director should describe:

How her or she describes to governing body and Policy Council members, respectively, the information presented in reports and assesses their understanding of how the data have informed a recent decision.